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FM SECNAV WASHINGTON DC//SN//

TO ALNAV

BT

UNCLAS

ALNAV 059/01

MSGID/GENADMIN/SECNAV//

SUBJ/SECNAV MESSAGE TO THE FLEET//

RMKS/1. GREETINGS. ON 24 MAY 2001, I WAS SWORN-IN AS YOUR 72ND SECRETARY OF THE NAVY AND AM PLEASED TO BE EMBARKING WITH YOU ON AN EXCITING VOYAGE! OUR NAVY AND MARINE CORPS TEAM HAS ESTABLISHED A STELLAR RECORD OF MISSION ACCOMPLISHMENT BOTH IN COMBAT AND PEACETIME OPERATIONS. WE HAVE NO EQUAL IN THE ENTIRE WORLD AND YOU ARE UNMATCHED IN YOUR PROFESSION. I AM VERY PROUD TO JOIN THIS FINE TEAM.

2.I CAN SAY, ALONG WITH THE CHIEF OF NAVAL OPERATIONS, ADMIRAL CLARK, AND THE COMMANDANT OF THE MARINE CORPS, GENERAL JONES, THAT WE ARE GOING TO GET EVEN BETTER AS WE TRANSFORM AMERICA'S ARMED FORCES FOR THE TWENTY-FIRST CENTURY. AS USUAL, OUR NATION AND THE WORLD LOOKS TO US FOR LEADERSHIP. THE OPPORTUNITIES ARE VAST, THE PAGE 02 RUENAAA0494 UNCLAS

RESPONSIBILITIES GREAT, THE EXPECTATIONS HIGH. YOU HAVE MY SOLEMN PLEDGE THAT I WILL DO EVERYTHING IN MY POWER TO KEEP OUR NAVY AND MARINE CORPS THE BEST IN THE WORLD.

3.THE PRESIDENT AND SECRETARY OF DEFENSE HAVE INDICATED THIS IS A TIME OF CHANGE. I ASK THAT EACH OF YOU JOIN ME AND THEM, BRINGING YOUR TALENTS, INNOVATIVE THOUGHTS AND EXPERIENCE TO BEAR, IN TRANSFORMING THE WAY WE DO BUSINESS IN ORDER TO MEET OUR COMMITMENTS, NOW AND IN THE FUTURE. I KNOW THAT THE NAVY AND MARINE CORPS TEAM HAS A STRONG SENSE OF OUR CORE VALUES OF HONOR, COURAGE AND COMMITMENT. IN THAT VEIN WE SHOULD AT ALL TIMES CONDUCT OUR BUSINESS IN A FORTHRIGHT, OPEN, HONEST AND DIRECT MANNER BOTH WITH EACH OTHER AND THE PUBLIC.

4.IN MY TESTIMONY TO CONGRESS I LISTED FOUR AREAS OF EMPHASIS:

- (1) COMBAT CAPABILITY
- (2) PEOPLE
- (3) ADVANCED TECHNOLOGY
- (4) BUSINESS PRACTICES.

OF THESE FOUR, THE MEN AND WOMEN IN THE FLEET AND THOSE WHO SUPPORT THEIR COMBAT CAPABILITY ARE THE MOST IMPORTANT ELEMENTS OF OUR TEAM.

5.COMBAT CAPABILITY.

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THE PRIMARY PURPOSE OF THE NAVY AND MARINE CORPS IS TO DETER, TRAIN FOR, AND WHEN NECESSARY, FIGHT AND WIN OUR NATION'S BATTLES. COMBAT CAPABILITY, WHICH INCLUDES READINESS, MUST BE OUR PRIMARY EMPHASIS.

6. PEOPLE.

A SHIP PIER SIDE HAS NO ASSET VALUE TO THIS NATION WITHOUT A WELL-TRAINED AND HIGHLY MOTIVATED CREW. WE NEED TO CONTINUE TO INVEST IN THE HUMAN CAPITAL THAT MAKES OUR NAVY AND MARINE CORPS THE WORLD'S FINEST.

7.I SUPPORT THE CNO AND COMMANDANT'S EFFORTS IN EMPHASIZING "QUALITY OF SERVICE" - BY FOCUSING ON A HIGHER QUALITY WORKPLACE AS WELL AS A HIGHER QUALITY OF LIFE FOR OUR PEOPLE. I AM COMMITTED TO THIS EFFORT AND WILL WORK TO ACCELERATE THE RESULTS THAT CAN BENEFIT THE ENTIRE TEAM: THOSE ON ACTIVE DUTY, THE RESERVES, OUR DEDICATED

CIVILIANS, THOSE WHO ARE RETIRED AND THOSE WHOM WE SEEK TO RECRUIT AS WELL OUR FAMILIES.

8. EVERYONE IN THE DEPARTMENT OF THE NAVY NEEDS TO RECOGNIZE THAT WHILE SOME POSITIONS CARRY A GREATER BURDEN, ALL OF OUR PEOPLE ARE IMPORTANT TO OUR MISSION. AT THE END OF THE DAY, OUR SAILORS, MARINES, AND CIVILIAN PERSONNEL SHOULD KNOW THAT THEIR WORK IS IMPORTANT TO BUILDING AND MAINTAINING THE NAVY AND MARINE CORPS'

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COMBAT CAPABILITY. OUR ORGANIZATION MUST SUPPORT AN ENVIRONMENT IN WHICH EACH PERSON CAN PROFESSIONALLY EXCEL AND CONTRIBUTE TO THE MISSION.

9. ADVANCED TECHNOLOGY.

TO HELP ACHIEVE THE MOST EFFECTIVE COMBAT CAPABILITY AND READINESS, WE WILL NEED TO APPLY NEW FORMS OF ADVANCED TECHNOLOGY. THIS HAS BEEN CENTRAL TO OUR NATION'S MILITARY FOR GENERATIONS. ADVANCED TECHNOLOGY IN ITS MANY FORMS HAS PROVEN ITSELF TIME AND AGAIN AS A WAY TO SAVE LIVES AND WIN WARS: IT IS AN ASSET THAT OUR NATION NEEDS. I AM COMMITTED TO THE APPLICATION OF TECHNOLOGY IN THE MILITARY IN A MANNER AND RATE SIMILAR TO THE COMMERCIAL MARKET. WE WILL SIMPLIFY THE ACQUISITION SYSTEM, STREAMLINE THE BUREAUCRATIC DECISION-MAKING PROCESSES, PROMOTE INNOVATION THROUGHOUT THE DEPARTMENT OF THE NAVY AND ENGAGE THE FULL SPECTRUM OF AMERICAN BUSINESSES AND UNIVERSITIES TO GET YOU THE MODERN TOOLS TO DO YOUR MISSION SUCCESSFULLY.

10. BUSINESS PRACTICES.

FINALLY, WE WILL STRIVE TO IMPROVE THE INTERNAL "BUSINESS" PRACTICES WITHIN THE DEPARTMENT. WHILE THE NAVY AND MARINE CORPS SERVE A NATIONAL PURPOSE AND PROVIDE A PUBLIC SERVICE WELL BEYOND THE

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COMMERCIAL OBJECTIVE OF PROFIT, MANY BUSINESS PRACTICES ARE STILL APPLICABLE. BY IMPROVING THESE PROCESSES, WE SHOULD BE ABLE TO SHIFT MORE DOLLARS INTO COMBAT CAPABILITY AND QUALITY OF SERVICE.

11. IT IS A DISTINCT HONOR TO SERVE WITH YOU. TOGETHER WE CAN MEET THE CHALLENGES AHEAD AND LEAVE A RECORD FOR THE GENERATIONS OF SAILORS AND MARINES THAT FOLLOW. WE CAN BE PROUD OF SERVING TO PROTECT FREEDOM AND AMERICAN IDEALS IN THIS CENTURY AND BEYOND.

12. WE ARE "ONE TEAM" AND WE WILL COMMIT OURSELVES TO "ONE FIGHT". I LOOK FORWARD TO THE OPPORTUNITY TO WORK WITH YOU AS YOUR SECRETARY. SEMPER FI AND SAIL SAFE.

13. RELEASED BY THE HONORABLE GORDON R. ENGLAND, SECRETARY OF THE NAVY.//

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